

**CAPTAIN OF POLICE (PROMOTIONAL)**

Public notice is hereby given by the Civil Service Commission of Cleveland, Ohio of a competitive promotional examination for the above position.

**FILING OF APPLICATION**

Application must be made on the regular application form obtainable at the Office of the Cleveland Civil Service Commission, Room 119, City Hall, 601 Lakeside Avenue, Cleveland, OH 44114.

**APPLICATIONS MAY BE OBTAINED AND FILED DURING THE PERIOD OF FRIDAY, MAY 20, 2011 UNTIL THURSDAY, MAY 26, 2011. HOURS ARE FROM 8:30 A.M. UNTIL 4:30 P.M WEEKDAYS AND FROM 9:00 A.M UNTIL 4:00 P.M. ON SATURDAY, MAY 21, 2011.**

**APPLICATIONS WILL NOT BE ACCEPTED AFTER 4:30 P.M. ON THURSDAY, MAY 26, 2011.**

APPLICATIONS MUST BE RETURNED IN PERSON WITH PROOF OF IDENTITY. APPLICANTS SHOULD BE PREPARED TO PRESENT THEIR CLEVELAND POLICE IDENTIFICATION CARD AT THE TIME OF FILING AND/OR A VALID DRIVER'S LICENSE AND WILL BE REQUIRED TO PRESENT SUCH BEFORE PARTICIPATING IN THE EXAMINATIONS.

**SALARY**

The prevailing salary range for this position as established by Ordinance of the Council of the City of Cleveland is \$76,502.40 to \$84,166.99 per year.

**DUTIES**

Under direction of a Commander or other superior officer, supervises and directs the activities of Patrol Officers, Sergeants, and Lieutenants in an assigned district or bureau, in the preservation of law and order, protection of life and property, enforcement of laws and ordinances, and prevention and detection of crime. Work requires considerable independence, initiative and responsibility. Some participation in the work of subordinates is required, but a greater emphasis is placed on administrative duties and responsibilities. Follows all operations and safety policies and safe work practices. Attends and participates in operations and safety training classes and demonstrates competence (demonstration of competence may be determined by exam). Wears and properly utilizes safety equipment in accordance with Divisional policy at all times.

**MINIMUM QUALIFICATIONS**

Applicant shall hold legal status as a Lieutenant of Police in the classified service of the City of Cleveland for one year at the time of filing.

**EXAMINATION INFORMATION**

**DATE:** Saturday, July 23, 2011

**TIME:** 9:00 A.M. PLEASE NOTE: APPLICANTS WILL NOT BE ADMITTED AFTER 9:00 A.M. AND THERE WILL BE NO EXCEPTIONS REGARDLESS OF THE REASON. DOORS WILL OPEN AT 8:30 A.M.

**PLACE:** **THE CLEVELAND CONVENTION CENTER COMPLEX**

**TYPE:** The examination will consist of three components, a Written Technical Knowledge Test, a Written In-Basket Test and an Oral Board Test. Each of these components is described below:

**Technical Knowledge Test:** This is a paper and pencil test that will consist of up to 100 items designed to assess candidates' understanding of job-related technical knowledge determined to be critical to the Cleveland Police Captain position based on the job analysis results. Items will be developed based on the information contained in the reading materials outlined in the Reading List. As noted on the Reading List, this test will consist of two parts, a closed-book test and an open-book test. The Reading List specifies which sections of each document will be covered on the closed-book test and which sections will be covered on the open-book test. The allocation of the items to the closed- and open-book tests will be based on the job analysis results.

The closed-book test items will be designed to assess candidates' understanding of job-related technical knowledge that the job analysis indicates must be memorized so no reference materials will be available for use during this part of the Multiple-Choice Test of Technical Knowledge. Items on this part will be drawn ONLY from reference materials identified on the Reading List as closed-book.

The open-book test items will be designed to assess candidates' understanding of job-related technical knowledge that the job analysis indicates need not be memorized but can be looked up when needed. Therefore, ALL reference materials included on the Reading List (closed-book and open-book) and any other documents candidates may wish to bring will be available for use during the open-book part of the Multiple-Choice Test of Technical Knowledge. However, items on this part will be drawn ONLY from reference materials identified on the Reading List as open-book.

**All candidates who complete the Multiple-Choice Test of Technical Knowledge will be eligible to participate in the Written In-Basket and Oral Board Tests. Candidates must complete all three test components to remain eligible in the promotion process.**

**Written In-Basket Test:** This test is designed to assess abilities found to underlie effective job performance in the context of typical situations encountered by Cleveland Police Captains. Candidates will be presented with a variety of situations typical of those a Captain might encounter and will be asked to provide written, essay-style responses to explain how they would respond to these situations. The situations will be presented in the context of a series of written documents typical of those items that might come across a Captain's desk such as calendars, personnel and duty rosters, organizational charts, forms, memos, e-mails, telephone messages, reports, and other written correspondence. These documents will be based on standardized documents used by all police personnel in the City of Cleveland and/or generic forms which are typical of supervisory positions at this level. Candidates will be asked to describe in writing how they would respond to the situations presented - - what actions they would take, what decisions they would make, etc. Some of the documents may be related so it will be important for candidates to review all of their test materials before responding.

Based on the job analysis of the Cleveland Police Captain position, this test will be designed to allow for an assessment of such abilities as: written expression, interpersonal relations, information analysis, judgment and decision-making, planning and organizing, and resource management. The Written In-Basket Test will be evaluated by raters drawn from police agencies outside the Cleveland Division of Police.

ALL reference materials included on the Reading List (closed-book and open-book) and any other documents candidates may wish to bring will be available for use during this test as needed. However, it should be kept in mind that the focus of this test is on the kinds of supervisory abilities listed above, not technical knowledge.

**Oral Board Test** The Oral Board Test is designed to assess abilities found to underlie effective job performance in the context of typical situations encountered by Cleveland Police Captains. This component will consist of three exercises requiring candidates to conduct such activities as commanding an incident scene, conducting face-to-face meetings with other police personnel or civilians who are experiencing some problems or expressing some complaints, or conducting other activities that a Captain might

reasonably be expected to conduct. Candidates will be given an opportunity to review written scenarios describing each situation and to prepare their responses before appearing before the Oral Boards to conduct each exercise. Candidates will then be given a set amount of time to present their responses to the Oral Boards which will consist of raters trained to evaluate their performance. The raters will be drawn from agencies outside the Cleveland Division of Police. Total candidate participation time for the Oral Board Test will be approximately 2 hours including time to check-in and review instructions, time to review exercise materials and prepare responses, and time to appear before each Oral Board to conduct each exercise.

Based on the job analysis of the Police Captain position, this component will be designed to allow for an assessment of such abilities as: oral expression, interpersonal relations, information analysis, judgment and decision-making, planning and organizing, and resource management.

Candidates will NOT be permitted to bring any reference materials identified on the Reading List nor any other documents to the Oral Board Test site. Any reference materials or other documents that might be needed to respond to the situations presented will be made available to candidates at the test site.

Based on the job analysis of the Police Captain position, this examination will be designed to allow for an assessment of such abilities as: oral expression, interpersonal relations, information analysis, judgment and decision-making, planning and organizing, resource management and behavioral flexibility.

Candidates will NOT be permitted to bring any reference materials identified on the Reading List nor any other documents to the Oral Board Examination site. Any reference materials or other documents that might be needed to respond to the situations presented will be made available to candidates at the Examination site.

**Applicants will be notified of the date, time and place of their In Basket and Oral Board Tests through the United States mail after the Written Test is completed.**

THE USE OF THE FOLLOWING DURING THE EXAMINATION WILL BE PROHIBITED: ANY ELECTRONIC DEVICES (E.G. EARPHONES, EARPLUGS, CALCULATORS, RADIOS INCLUDING DEPARTMENTAL RADIOS, PAGERS, TAPE RECORDERS, TAPE PLAYERS), AND SCRAP PAPER. APPLICANTS BRINGING THE AFOREMENTIONED ARTICLES TO THE EXAMINATION SITE WILL HAVE THEM CONFISCATED.

### **WAIVER OF RULES**

#### **4.40-B PASSING GRADE**

The waiver of this Rule will allow the Civil Service Commission to set the minimum passing score based on acceptable testing criteria.

### **APPLICABLE RULES**

The following Rules will be applicable to this examination:

#### **4.40-A WEIGHTS**

Technical Knowledge Test – 40% of final grade  
In-Basket Test – 25% of final grade  
Oral Board Test – 35% of final grade

#### **4.40-C SENIORITY CREDIT**

Applicants obtaining passing grades in promotional examinations shall have added to their passing grades, credit for seniority. Such credit shall be for all service rendered, pursuant to Regular appointment in all classifications which are lower in rank and which are considered in the direct line of promotion. The amount of such credit shall be obtained by allowing an amount for each

month of an applicant's prior regular service in accordance with the following schedule: one percent of the total grade obtainable for each of the first four years of prior service and six-tenths percent of such total grade for each year of the next ten years of prior service. When such prior service has been interrupted by service in the Armed Forces of the United States, seniority credit shall be granted for the time so served. No additional credit for military service shall be allowed in promotional examinations; time lost for leaves of absence, other than military, as a result of disciplinary action, or any other time during which an employee is off the City payroll (e.g. AWOL, layoff, suspension) shall not be credited toward seniority.

#### **4.50            ESTABLISHING ANSWER KEY AND REVIEW OF EXAMINATION PAPERS**

Following the administration of the written part of the examination, the question and answers thereto which the Commission proposes to use in grading the examination shall be available to applicants in such examinations...for a period of five (5) working days. During this five (5) day period, any competitor who desires to challenge any answer contained in the tentative answer key shall submit such challenge in writing together with authoritative proof of his/her claim. All such written challenges shall be considered by the Commission provided, however, that the identity of the applicants submitting the challenges shall not be known to the Commission. If the Commission is satisfied as to the validity of such proposed changes and/or amendments, they shall be made part of the examination answer key. The original examination answer key together with any changes and/or amendments thereto shall constitute the final examination answer key. No further requests for changes and/or amendments to the examination answer key shall be entertained by the Commission. Only the final examination answer key shall be used in scoring all examination papers.

Any applicant shall have the right to review his/her own graded examination papers and to submit written requests for the correction of clerical errors in their grading during five (5) working days following the applicant's notification, by mail, of his/her grade.... Examination papers are not subject to inspection by the public except upon unanimous vote of the Commission. The Civil Service Commission reserves the right to allow the review of examinations and/or answer sheets as stated in the examination announcement.

**NOTE:**            There will be a review period for the Technical Knowledge Test only. It will be held in Room 6 of City Hall from Monday, July 25, 2011 through Friday, July 29, 2011 from 8:30 a.m. to 3:00 p.m. The review time for challenges will be limited to two hours for each applicant.

**NOTE:**            Any applicant protesting a question or answer will have to submit his/her protest in writing on the approved Civil Service Objection Form. All protest forms must be turned in upon the applicant's completion of the review period. No objection forms will be accepted: 1) before or after the review period, or 2) at any location other than the location designated for review. Anyone who does not follow the instructions on the objection form will lose the right to their objection. The Commission shall not entertain any objections other than those on the approved form.

**NOTE:**            Applicants will be required to give their examination identification number, rank of examination applied for, printed name, and signature on the Civil Service Objection Form. Applicants who do not provide this information will not have their protests addressed.

**NOTE:**            In lieu of a hearing before the Civil Service Commission regarding challenges, the Commission reserves the right to designate a Referee to hear the challenges who may then submit Findings of Fact and Conclusions of Law to the Civil Service Commission for its review.

#### **5.20            ESTABLISHMENT OF ELIGIBLE LIST**

From the returns of each competitive examination, the Commission shall prepare and keep open to the public inspection of an eligible list of the persons ... who are otherwise eligible. Such persons shall be notified and take rank upon the eligible list in order of their relative grades. The grade of any applicant failing to qualify shall not be made public.

#### **5.11            BREAKING OF EXAMINATION TIE SCORES**

In a Promotional Examination, should two (2) or more applicants receive the same grade, seniority in the classification from which the promotion is sought shall determine the order in which their names shall be placed on the eligible list. If the applicants are still tied after the aforementioned seniority has been considered, seniority and grade in the next lower ranks shall be used as necessary. If the applicants are still tied, placement on the eligible list will be determined by random selection. The Civil Service Commission shall determine the method of random selection.

**NOTE:**            Seniority will be computed as of May 26, 2011.

**2011 Cleveland Division of Police Captain Examination  
Reading List Explanation**

- A. Explanation of Reading List:** Candidates for promotion to Captain will be responsible for the reference sources listed on the attached Reading List. This list is organized by general source (e.g., CPD General Police Orders), identifies the specific sections (e.g., Chapter 1: Organization and Management, Section 1.1 Administration) of each general source that may be included on the Multiple-Choice Test of Technical Knowledge, and indicates whether each section will be tested on the "Closed-Book" or "Open-Book" part of the test. Decisions regarding the inclusion and placement of material were made based on information collected from incumbent Captains during recently conducted job analysis activities.

Please note that in some cases not all existing sections of a source are included on the Reading List. For instance, Part V, Title V Water Supply of the City of Cleveland Codified Ordinances has been omitted. You should also note that in some general sources, such as the FOP 8 Contract, all sections that are included will be tested on the same part (i.e., Open-Book) of the examination, and in other sources, such as the CPD General Police Orders, some sections will be tested on the Closed-Book part of the Examination while other sections will be tested on the Open-Book part of the Examination. Finally, please note that for the external textbooks the publisher's website has been identified to assist candidates in ordering and obtaining each external source.

**B. Additional Points about the Reading List and Examination Procedures:**

1. All items on the closed-book portion of the Multiple-Choice Test of Technical Knowledge will be drawn from sections identified on the reading list as "CLOSED."

Candidates will NOT be permitted to use any reference sources on the Reading List or other documents of any kind during the Closed-Book Test.

2. All items on the open-book portion of the Multiple-Choice Test of Technical Knowledge will be drawn from sections identified on the reading list as "OPEN."

Candidates WILL be permitted to use any references sources on the Reading List or other documents during the Open-Book Test.

3. Any of the reference sources appearing on the Reading List may be of relevance to the Written In-Basket Test even though the focus of this test is on abilities used to perform the job.

Candidates WILL be permitted to use any reference sources on the Reading List or other documents during the Written In-Basket Test.

4. Only hard copies of reference sources/documents may be brought to the Technical Knowledge and In-Basket test sites. No electronic equipment will be allowed at any test site, including pagers, telephones, laptops, etc.

5. Candidates must obtain and bring their own copies of reference sources/documents to the Technical Knowledge and In-Basket test sites. No reference sources will be provided to candidates at these test sites. No sharing of any reference sources or materials will be allowed.

6. Where possible, candidates may reorganize the Open-Book sections of their reference sources into separate binders to facilitate their efforts during the Open-Book part of the Multiple-Choice Test of Technical Knowledge.

7. Candidates will only be responsible for information contained within reference sources included on the Reading List. Any other documents that are referenced within sources appearing on the Reading List, but are not actually included on the Reading List themselves, will not be tested.

8. Writing in reference sources or other documents brought to the test site is NOT permitted at any test site. However, writing in test booklets during the tests is permitted and encouraged (pen, pencil and highlighter are allowed).

9. Candidates will be responsible for all revisions made to the Cleveland Division of Police internal reference sources (e.g., CPD General Police Orders) up until and including May 18, 2011. Candidates can obtain an electronic copy of the internal reference sources by bringing a blank CD or flash drive to the Policy Unit on the 8<sup>th</sup> floor.

Candidates are responsible for obtaining the appropriate version of the external sources including Anderson's 2011-1 Ohio Criminal and Traffic Field Guide, Challenging the Law Enforcement Organization: Proactive Leadership Strategies (1<sup>st</sup> Edition), Legal Guide for Police: Constitutional Issues (9<sup>th</sup> Edition), Leadership, Ethics and Policing: Challenges for the 21<sup>st</sup> Century (2<sup>nd</sup> Edition), and Management and Supervision of Law Enforcement Personnel (4<sup>th</sup> Edition).

10. Any of the reference sources appearing on the Reading List may be of relevance to the Oral Board Test even though the focus of this test is on the abilities used to perform the job.

Candidates will NOT be permitted to bring any reference sources on the Reading List or other documents to the Oral Board Test. However, any reference sources or other documents needed to respond to the Oral Board exercises will be made available to candidates at the Oral Board Test site.

More information about the examination procedures will be provided in the candidate preparation guide and in future announcements.

Knowledge Source	Web Link to Purchase
<b><u>Challenging the Law Enforcement Organization, Proactive Leadership Strategies</u></b> 1 <sup>st</sup> Edition by Jack E. Enter, Ph.D.  ISBN: 0-9785537-0-5	<a href="http://www.jackenter.com">http://www.jackenter.com</a>
<b><u>Legal Guide for Police: Constitutional Issues</u></b> 9 <sup>th</sup> Edition by Jeffery Walker et al  ISBN: 978-1-4377-5588-6	<a href="http://www.elsevierdirect.com/product.jsp?isbn=9781437755886">http://www.elsevierdirect.com/product.jsp?isbn=9781437755886</a>
<b><u>Leadership, Ethics and Policing: Challenges for the 21<sup>st</sup> Century</u></b> , 2 <sup>nd</sup> Edition by P.J. Ortmeier and Edwin Meese III  ISBN: 9780135154281	<a href="http://www.mypearsonstore.com/bookstore/product.asp?isbn=9780135154281">http://www.mypearsonstore.com/bookstore/product.asp?isbn=9780135154281</a>
<b><u>Management and Supervision of Law Enforcement Personnel</u></b> , 4 <sup>th</sup> Edition by Frank Lombardo, Donald Schroeder  ISBN: 1-4224-0437-4	<a href="http://www.lexisnexis.com/store/catalog/booktemplate/productdetail.jsp?pageName=relatedProducts&amp;prodId=50519">http://www.lexisnexis.com/store/catalog/booktemplate/productdetail.jsp?pageName=relatedProducts&amp;prodId=50519</a>
<b><u>Anderson's 2011-1 Ohio Criminal and Traffic Field Guide</u></b>  ISBN: 978-1-4224-8924-6	<a href="http://www.lexisnexis.com/store/catalog/booktemplate/productdetail.jsp?pageName=relatedProducts&amp;prodId=73600">http://www.lexisnexis.com/store/catalog/booktemplate/productdetail.jsp?pageName=relatedProducts&amp;prodId=73600</a>



CLEVELAND DIVISION OF POLICE KNOWLEDGE SOURCE RATINGS	CAPTAIN OPEN	CAPTAIN CLOSED
<b>CLEVELAND DIVISION OF POLICE GENERAL POLICE ORDERS:</b>		
<b>CHAPTER 1. ORGANIZATION AND MANAGEMENT</b>		
Section 1.1 Administration		CLOSED
Section 1.2 Organization	OPEN	
Section 1.3 Management	OPEN	
<b>CHAPTER 2. LEGAL</b>		
Section 2.1 Use of Force		CLOSED
Section 2.2 Search and Seizure		CLOSED
Section 2.3 Subpoenas and Court	OPEN	
<b>CHAPTER 3. PATROL</b>		
Section 3.1 Zone Cars	OPEN	
Section 3.2 Patrol Procedures		CLOSED
Section 3.3 Disturbances and Disasters		CLOSED
Section 3.4 Enforcement		CLOSED
<b>CHAPTER 4. INVESTIGATIONS</b>		
Section 4.1 Criminal Investigations		CLOSED
Section 4.2 Drug/Vice Investigations		CLOSED
<b>CHAPTER 5. JUVENILE PROCEDURES</b>		
Section 5.1 Juvenile Arrests		CLOSED
<b>CHAPTER 6. REPORTING PROCEDURES</b>		
Section 6.1 Non-Criminal Reports	OPEN	
Section 6.2 Crime Reports		CLOSED
<b>CHAPTER 8. TRAFFIC</b>		
Section 8.1 Accidents		CLOSED
Section 8.2 Enforcement		CLOSED
<b>CHAPTER 9. COMMUNICATIONS</b>		
Section 9.1 Police Radio	OPEN	
<b>CHAPTER 10. PROPERTY</b>		
Section 10.1 Evidence	OPEN	
Section 10.2 Seized/Forfeited Property	OPEN	
Section 10.3 Division of Police Property	OPEN	
<b>MANUAL OF RULES AND REGULATIONS FOR THE CONDUCT AND DISCIPLINE OF OFFICERS AND EMPLOYEES - 2000</b>		
Mission Statement	OPEN	
Statement of Policy	OPEN	
Oath of Office		CLOSED
Law Enforcement Code of Ethics		CLOSED
Definitions	OPEN	
Rules and Regulations: I. Sworn Police Ranks	OPEN	
Rules and Regulations: II. Administrative Compliance	OPEN	
Rules and Regulations: III. Ethics	OPEN	
Rules and Regulations: IV. Duty	OPEN	
Rules and Regulations: V. Behavior	OPEN	
Rules and Regulations: VI. Vehicles and Equipment	OPEN	
Rules and Regulations: VII. Communication	OPEN	
Rules and Regulations: VIII. Prisoners	OPEN	
Rules and Regulations: IX. Reporting	OPEN	
Rules and Regulations: X. Schedule and Duty Hours	OPEN	
<b>CITY OF CLEVELAND CODIFIED ORDINANCES – COMPLETE TO 6/10/2003 AND INCLUDING THE CUMULATIVE SUPPLEMENTS COMPLETE TO 12/31/2009</b>		
<b>PART FOUR: TRAFFIC CODE</b>		
Title III: Streets And Traffic Control Devices	OPEN	
Title V: Vehicles	OPEN	
Title VII: Parking	OPEN	
Title IX: Pedestrians, Bicycles And Motorcycles	OPEN	
Title XI: Water Traffic Code	OPEN	
<b>PART SIX: OFFENSES AND BUSINESS ACTIVITIES CODE</b>		
Title I: General Offenses	OPEN	
<b>RULES OF THE CIVIL SERVICE COMMISSION</b>		
Rule 7.00 Promotions	OPEN	
Rule 8.00 Transfers, Lay-Offs, Leaves of Absence, Resignations	OPEN	
Rule 9.00 Discharges, Suspensions and Demotions	OPEN	

CLEVELAND DIVISION OF POLICE KNOWLEDGE SOURCE RATINGS	CAPTAIN OPEN	CAPTAIN CLOSED
<b>COLLECTIVE BARGAINING AGREEMENT BETWEEN THE CITY OF CLEVELAND AND FOP, LODGE #8 (EFFECTIVE APRIL 1, 2010 THROUGH MARCH 31, 2013)</b>		
Article II – Management Rights	OPEN	
Article IV – Bill of Rights	OPEN	
Article VII – Overtime	OPEN	
Article VIII – Court Time	OPEN	
Article X – Non-Discrimination	OPEN	
Article XI – Reprimand	OPEN	
Article XII – Furlough	OPEN	
Article XIII – Sick Leave	OPEN	
Article XIV – Holidays	OPEN	
Article XX – Grievances	OPEN	
Addendum A – Substance Abuse Policy	OPEN	
<b>COLLECTIVE BARGAINING AGREEMENT BETWEEN THE CITY OF CLEVELAND AND C.P.P.A.</b>		
Article IV – Management Rights	OPEN	
Article V – Employee Rights and Regulations	OPEN	
Article VIII – Bill of Rights	OPEN	
Article XI – Hours, Overtime, Court-Time, Compensatory Time, Lunch Break	OPEN	
Article XII – Furlough	OPEN	
Article XIII – Sick Leave, Contagious Disease, Funeral, Maternity, Military	OPEN	
Article XIV – Holidays	OPEN	
Article XX – Assignments and Transfers	OPEN	
Article XXI – Hazardous Duty Injury	OPEN	
Article XXII – Grievance Procedure	OPEN	
Article XXIX – Suspensions from Duty	OPEN	

Exhibit A – Personnel Under the Control of the Radio Dispatcher	OPEN	
Exhibit B – Special Protocol for Officers Assigned to SR Cars	OPEN	
Exhibit G – Drug Testing	OPEN	
<b>ANDERSON'S 2011-1 OHIO CRIMINAL AND TRAFFIC FIELD GUIDE</b>		
<b>PART I. CRIMINAL OFFENSES</b>		
Chapter 2903. Homicide and Assault	OPEN	
Chapter 2905. Kidnapping and Extortion	OPEN	
Chapter 2907. Sex Offenses	OPEN	
Chapter 2909. Arson and Related Offenses	OPEN	
Chapter 2911. Robbery, Burglary, Trespass and Safecracking	OPEN	
Chapter 2913. Theft and Fraud	OPEN	
Chapter 2915. Gambling	OPEN	
Chapter 2917. Offenses Against the Public Peace		CLOSED
Chapter 2919. Offenses Against the Family		CLOSED
Chapter 2921. Offenses Against Justice and Public Administration		CLOSED
Chapter 2923. Conspiracy, Attempt and Complicity; Weapons Control; Corrupt Activity	OPEN	
Chapter 2925. Drug Offenses	OPEN	
Chapter 2927. Miscellaneous Criminal Code Offenses	OPEN	
Chapter 2933. Search Warrants	OPEN	
<b>CHALLENGING THE LAW ENFORCEMENT ORGANIZATION: PROACTIVE LEADERSHIP STRATEGIES (1ST EDITION)</b>		
ALL CHAPTERS		CLOSED
<b>LEGAL GUIDE FOR POLICE: CONSTITUTIONAL ISSUES (9TH EDITION)</b>		
Chapter 1. Results of Failure to Comply with Constitutional Mandates		CLOSED
Chapter 2. Police Power and Limitations		CLOSED
Chapter 3. Police Authority to Detain		CLOSED
Chapter 4. Law of Arrest		CLOSED
Chapter 5. Search and Seizure with a Warrant		CLOSED
Chapter 6. Search and Seizure without a Warrant		CLOSED
<b>LEADERSHIP, ETHICS AND POLICING: CHALLENGES FOR THE 21ST CENTURY (2ND EDITION)</b>		
Chapter 1. The Challenge of Modern Policing		CLOSED
Chapter 2. The Importance of Ethical Leadership		CLOSED
Chapter 4. Ethics, Morality, and Leadership		CLOSED
Chapter 5. Policing and Professional Conduct		CLOSED

CLEVELAND DIVISION OF POLICE KNOWLEDGE SOURCE RATINGS	CAPTAIN OPEN	CAPTAIN CLOSED
Chapter 6. Communication: Key to Interpersonal Relations		CLOSED
Chapter 7. Motivation: Key to Personal and Professional Success		CLOSED
Chapter 8. Ethical Decision Making and Problem Solving		CLOSED
Chapter 10. Ethical Leadership in the Context of Policing a Community		CLOSED
Chapter 11. Policing and Homeland Security		CLOSED
Chapter 12. Strategic Policing		CLOSED
Chapter 13. The Vision for Change		CLOSED
MANAGEMENT AND SUPERVISION OF LAW ENFORCEMENT PERSONNEL (4TH EDITION)		
Chapter 1. The Special Role of the Supervisor in Law Enforcement		CLOSED
Chapter 2. The Managerial Functions of the Law Enforcement Supervisor		CLOSED
Chapter 3. The Managerial Function of Planning		CLOSED
Chapter 4. The Supervisor as a Leader		CLOSED
Chapter 5. The Supervisor as a Communicator		CLOSED
Chapter 6. The Supervisor as an Interviewer		CLOSED
Chapter 7. The Supervisor as an Evaluator of Performance		CLOSED
Chapter 8. The Supervisor as a Human Relations Specialist		CLOSED
Chapter 9. The Supervisor as a Trainer		CLOSED
Chapter 10. The Supervisor as a Disciplinarian		CLOSED
Chapter 11. The Supervisor and Complaints from Subordinates		CLOSED
Chapter 12. The Supervisor and Complaints Against Employees		CLOSED
Chapter 13. Problem Solving		CLOSED
Chapter 14. Supervising Field Operations		CLOSED
Chapter 15. The Supervisor and Multiculturalism		CLOSED
Chapter 16. The Use of Physical Force		CLOSED